

QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR TELECOM INDUSTRY

What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

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Introduction

Qualifications Pack-Cluster Manager

SECTOR: TELECOM

SUB-SECTOR: Passive Infrastructure

OCCUPATION: Operation and Maintenance

REFERENCE ID: TEL/Q4102

ALIGNED TO: NCO-2015/1330.0701

Cluster Manager is known as Asset Manager/ Project Manager/ Zonal Operations Manager/Infra Manager.

Brief Job Description: Individual at this job is responsible for providing uninterrupted infra services to operators in cluster; ensure optimum utilization of resources; efficiency in reducing energy and other operational costs; delight customer by ensuring high up-time per mobile tower is maintained; adherence to compliance/performance parameters; technical and safety training of team and a holistic technical approach towards the entire infrastructure present at cell sites/mobile towers.

Personal Attributes: This job role requires the individual to be effective at analytical and managerial skills; must be a good planner and organizer with strong written and verbal communication; effective negotiation skills; team management skills; acumen for business; customer focused; must be assertive; must be self-motivated and alert; willing to work under pressure for long hours.

Definitions

Keywords /Terms	Description
Cell Site (Mobile Tower)	A cell site is a cellular telephone site where antennas and electronic communications equipment are placed, usually on a radio mast, tower or other high place, to create a cell (or adjacent cells) in a cellular network
Core Skills or Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS , these include communication related skills that are applicable to most job roles
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge
MTD (Month till date)	Month-till-date (MTD) is a period starting at the beginning of the current month and ending at the current date. Month-till-date is used in many contexts, mainly for recording results of an activity in the time between a date (exclusive, since this day may not yet be "complete") and the beginning of the current month
NOS (National Occupational Standards)	NOS are Occupational Standards which apply uniquely in the Indian context
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry
OPCO (Mobile Operator)	An abbreviation for operating company such as a mobile service provider. Opco is most often used to describe the main operating company that is involved in an opco/propco deal
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility
OS (Occupational Standards)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts

Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
PIU (Power Interface Unit)	Power Interface Unit, which is commonly known as PIU, is the most modern electrical interface and control unit used for GSM / Telecom installation
PM (Preventive Maintenance)	The care and servicing by personnel for the purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects
QP (Qualifications Pack)	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack
Scope	Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests
SLA (Service Level Agreement)	A service-level agreement (SLA) is a part of a service contract where a service is formally defined. In practice, the term SLA is sometimes used to refer to the contracted delivery time of the service or performance
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function
Sub-sector	Service provider denots or deals with all type of connections
TAT (Turn Around Time)	The time taken to resolve a request or a complaint of the mobile operator/customer
Telecom	Is a communication sector consisting of companies who provide telephonic communication facilities to the public
Unit Code	Unit Code is a unique identifier for an OS unit, which can be denoted with either an 'O' or an 'N'
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do
VAS (Value added service)	In the telecom industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their ARPU. For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services

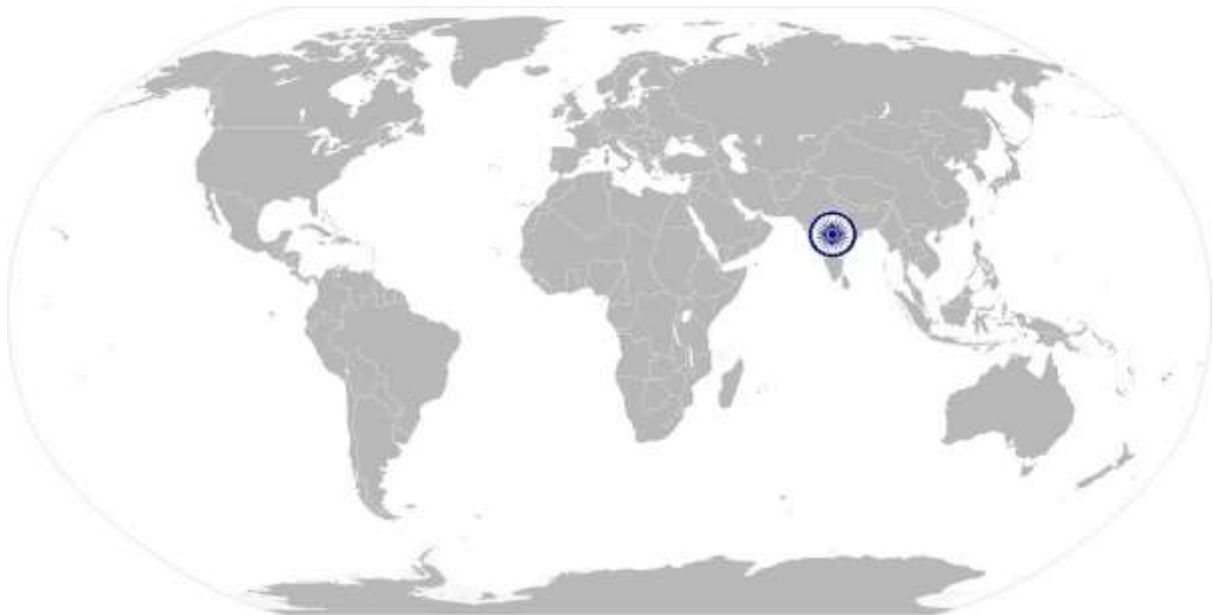
Vertical	Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry
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The following acronyms/codes have been used in the nomenclature above:

Acronyms	Keywords/Terms	Description
	CI	Cluster Incharge
	CIT	Central IT (Information Technology) Systems
	DG	Diesel Generator
	EHS	Environment Health and Safety
	IM	Infra Manager
	MTD	Month Till Date
	NOC	Network Operations Centre
	OPCO	Operating Companies
	PIU	Power Interface Unit
	PIU	Project Implementation Unit
	PM	Preventive Maintenance
	R&M	Repair and Maintenance
	SLA	Service Level Agreement
	SMPS	Switched mode power supply
	TAT	Turn Around Time
	TOC	Tower Operating Center
	ZOM	Zonal Operation Manager
	SCM	Supply Chain Management
	PR	Purchase Request

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National Occupational Standard



Overview

This unit is about devising strategies to reduce repair & maintenance cost and penalty on hub sites.



TEL/N4109

Reduce repair, maintenance and service cost per site

National Occupational Standard

Unit Code		TEL/N4109
Unit Title (Task)		Reduce repair, maintenance and service cost per site
Description	This OS unit is about regulating monthly cost as per budget for entire hub sites	
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • cluster manager (CM) • cluster in-charge (CIs) • technicians • vendors <p>Manage monthly repair and maintenance cost per site and avoid any penalty from mobile operators (OPCOs)</p>	
Performance Criteria (PC)		
Element	Performance Criteria	
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. obtain monthly repair/maintenance budget per site from regional office</p> <p>PC2. obtain vendor and technician preventive maintenance report</p> <p>PC3. validate monthly preventive maintenance report of vendor and technician</p> <p>PC4. regulate maintenance cost (diesel consumption, DG running hours) and expenses (electricity bill) per site as per monthly budget</p> <p>PC5. obtain report requesting site infrastructure repair</p> <p>PC6. evaluate actual cost for repair vis-à-vis allocated monthly budget</p> <p>PC7. seek approval for extra budget per site, if required</p> <p>PC8. validate and approve repair cost per site</p> <p>PC9. devise methods to reduce the repair and maintenance cost per mobile tower</p> <p>PC10. co-ordinate with central team for driving penalty reduction plans on hub sites</p>	
Knowledge and Understanding		
A. Organizational Context	The user/individual on the job needs to know and understand:	
(Knowledge of the company / organization & its process relevant to area of responsibilities)	<p>KA1. organizational guidelines and code of conduct to maintain site cost</p> <p>KA2. monthly budget to repair and maintain hub sites</p> <p>KA3. monetary penalty criteria w.r.t. SLAs, to avoid fine</p>	

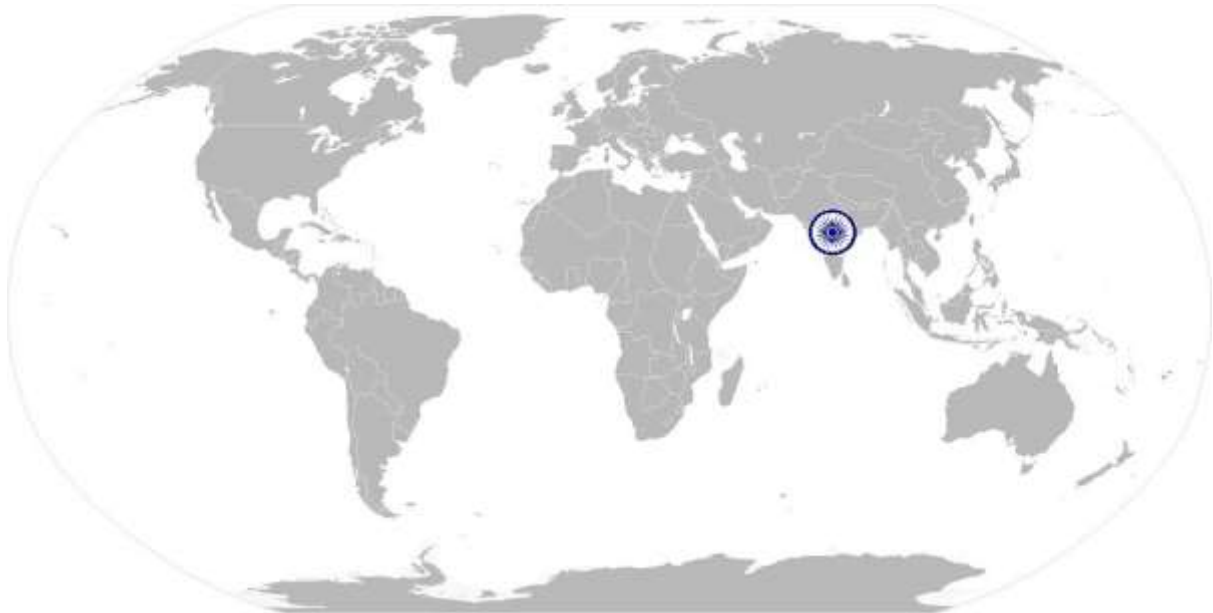


TEL/N4109

Reduce repair, maintenance and service cost per site

<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. navigation of intranet tools for obtaining repair requests and approval for budget</p> <p>KB2. latest passive infra technologies and equipments like DG, PIU, AC, SMPS, battery banks etc.</p> <p>KB3. energy related computations and new energy initiatives</p>
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Oral Communication (Listening and Speaking skills)</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. converse in local dialect to find out details about infrastructure repair/replacement request from Cluster In-charge</p> <p>Reading Skills:</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA2. read and comprehend reporting and data capturing formats to identify asset replacement</p>
<p>B. Professional Skills</p>	<p>Planning and Organizing Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. take initiatives and make decisions to maintain site cost</p> <p>SB2. prioritize and execute tasks in a high-pressure environment</p> <p>SB3. use and maintain resources efficiently and effectively</p> <p>Problem Solving Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB4. analyze operators' issues and find alternatives</p> <p>SB5. should be methodical & scientific in doing RCA and also in arriving at an optimum solution</p> <p>Relationship Building Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB6. co-ordinate with central team to decide strategies to reduce penalties from OPCOs</p>

National Occupational Standard



Overview

This unit is about creating customer (mobile operator) delight by meeting and exceeding site up-time beyond pre-defined SLA.

TEL/N4110

Maintain site up-time & alarm automation

National Occupational Standard

Unit Code		TEL/N4110
Unit Title (Task)		Maintain site up-time and alarm automation
Description	This OS unit is about providing customer (OPCOs) delight by running entire site as per SLA	
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • cluster manager (CM) • cluster in-charge (CIs) • technicians • vendors <p>Maintain site up-time</p> <p>Review alarm functioning</p>	
Performance Criteria (PC)		
Element	Performance Criteria	
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. obtain pre-defined SLA and and maintain up-time as per all mobile operators</p> <p>PC2. design a plan to reduce outage of passive infrastructures/equipments basis outage history and current health of equipments</p> <p>PC3. review site-wise alarm functioning report</p> <p>PC4. co-ordinate between estate and security team on ground</p> <p>PC5. obtain daily/weekly/monthly outage report for all hub sites</p> <p>PC6. review and maintain daily/weekly/monthly outage report of entire hub sites</p>	
Knowledge and Understanding		
A. Organizational Context	The user/individual on the job needs to know and understand:	
(Knowledge of the company / organization & its process relevant to area of responsibilities)	<p>KA1. organization’s guidelines to maintain site up-time</p> <p>KA2. monthly budget to get the health check-up done for all equipments</p>	

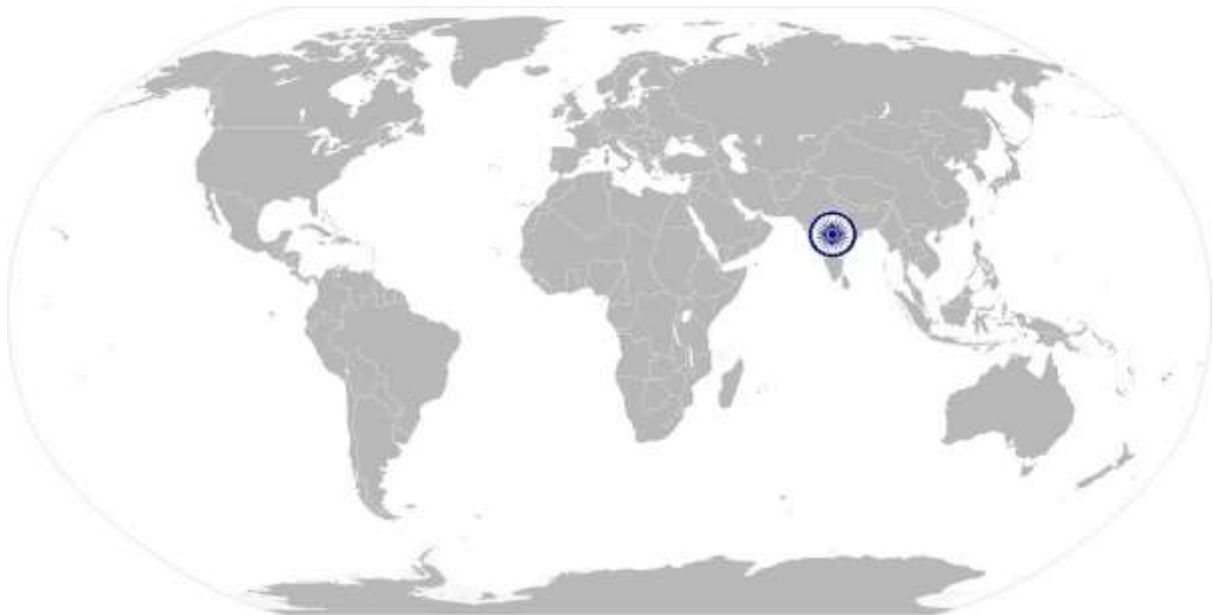
TEL/N4110

Maintain site up-time & alarm automation

<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> KB1. general engineering concepts KB2. site equipment operations and maintenance KB3. navigation of intranet tools for obtaining repair requests and budget approval KB4. pre-defined SLA and up-time from all mobile operators
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Oral Communication (Listening and Speaking skills)</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SA1. converse in regional dialect with vendors, CIs and technicians <p>Reading Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SA2. read and comprehend reporting and data capturing formats to identify performance related gaps
<p>B. Professional Skills</p>	<p>Planning and Organizing Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SB1. design plan basis outage history and health of equipments to maintain site up-time <p>Decision Making Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SB2. take desired decisions to ensure up-time of mobile towers within defined SLA SB3. resolve issues through alarm automation <p>Problem Solving Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SB4. analyze operators' issues and find alternatives SB5. should be methodical & scientific in doing RCA and also in arriving at an optimum solution <p>Relationship Building Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> SB6. co-ordinate with central team to get the health check-up done for sites



National Occupational Standard



Overview

This unit is about regular meetings with vendors to ensure timely & good quality support from vendors in a mutually beneficial way.



TEL/N4111

Quality assurance and site audit compliance

National Occupational Standard

Unit Code		TEL/N4111
Unit Title (Task)		Quality assurance and site audit compliance
Description	This unit is about regular meetings with vendors to ensure timely & good quality support from vendors in a mutually beneficial way	
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • cluster manager (CM) • cluster incharge (CIs) • vendors • technicians <p>Visit sites to assure quality parameters like safety of site and employees, material availability etc.</p>	
Performance Criteria (PC)		
Element	Performance Criteria	
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. monitor asset replacement requests</p> <p>PC2. assure compliance through CIs, vendors and technicians</p> <p>PC3. update material requirement to SCM and assure timely repair/ replacement of assets</p> <p>PC4. assure quality material is supplied at the site</p> <p>PC5. raise PR for repairable assets and assure work order is released for the same</p> <p>PC6. inform vendor to repair or replace assets</p> <p>PC7. co-ordinate with CIs for timely preventive maintenance</p> <p>PC8. visit all hub sites after outage to assure safety and material availability</p> <p>PC9. regular training on fire and electrical safety on ground</p> <p>PC10. adhere to SOPs (standard operating procedures)</p>	
Knowledge and Understanding		
A. Organizational Context	The user/individual on the job needs to know and understand:	
(Knowledge of the company / organization & its process relevant to area of responsibilities)	<p>KA1. organizational guidelines for managing assets</p> <p>KA2. organizational guidelines for quality assurance compliance parameters</p> <p>KA3. organizational guidelines for safety and security</p>	



TEL/N4111

Quality assurance and site audit compliance

<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. navigation of intranet tools, if any for obtaining repair requests and budget approval</p> <p>KB2. latest technologies and equipments like AC, DG, PIU, SMPS and battery bank</p>
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Oral Communication (Listening and Speaking skills)</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. converse in regional dialect with vendors, CIs and technicians</p> <p>Reading Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA2. read and comprehend organizational policies</p>
<p>B. Professional Skills</p>	<p>Planning and Organizing Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. plan and organize site visits to audit timely supply of quality material</p> <p>SB2. prioritize and execute tasks in a high-pressure environment</p> <p>SB3. use and maintain resources efficiently and effectively</p> <p>Problem Solving Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB4. analyze operators' issues through site audit and find alternatives</p> <p>Relationship Building Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB5. co-ordinate with central team to strategize for quality audit assurance</p> <p>SB6. maintain healthy vendor relations</p>



TEL/N4112

Governance meeting with vendors

National Occupational Standard

Unit Code	TEL/N4112
Unit Title (Task)	Governance meeting with vendors
Description	This OS unit is about periodic meeting with vendors to manage sites operations
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • cluster manager (CM) • cluster in-charge (CIs) • vendors <p>Periodic meeting with vendors</p>
Performance Criteria (PC)	
Element	Performance Criteria
	<p>To be competent, the user/individual on the job must be able to:</p> <ul style="list-style-type: none"> PC1. obtain and validate vendors' monthly PM report PC2. obtain periodic site' outage/breakdown report PC3. monitor each site outage report to perform root cause analysis PC4. obtain periodic site penalty reports PC5. devise strategies and consult vendors to rectify reasons for site outage PC6. calculate periodic vendor reward and penalties as per SLA
Knowledge and Understanding	
<p>A. Organizational Context</p> <p>(Knowledge of the company / organization & its process relevant to area of responsibilities)</p>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> KA1. SLA to maintain site hygiene KA2. organization's reward and recognition policies KA3. penalty criteria to penalize all vendors KA4. monetary/non-monetary penalties as per SLA to vendors
<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> KB1. equipment technology/operations and system components/modules KB2. navigation of intranet tools, if any for obtaining repair requests and budget approval KB3. data regarding repairs undertaken, cost involved, prevailing costs etc.
Skills (S)	



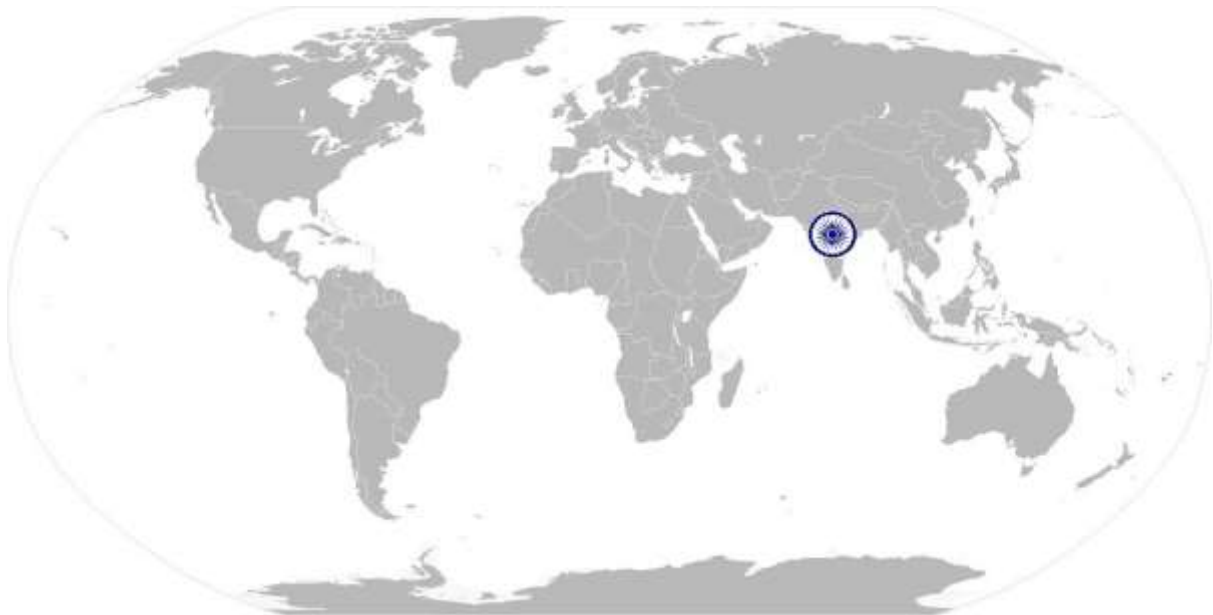
TEL/N4112

Governance meeting with vendors

A. Core Skills/ Generic Skills	Oral Communication (Listening and Speaking skills) The user/individual on the job needs to know and understand how to: SA1. converse in local dialect to establish relationship with vendors
	Reading Skills The user/individual on the job needs to know and understand how to: SA2. comprehend reporting and data capturing formats to identify repetitive reasons for site outage/breakdown
B. Professional Skills	Problem Solving Skills The user/individual on the job needs to know and understand how to: SB1. perform root cause analysis with vendors, to identify reasons for outage/breakdown of sites
	Relationship Building Skills The user/individual on the job needs to know and understand how to: SB2. build rapport with vendors to plan strategies to ensure maintenance of site hygiene



National Occupational Standard



Overview

This unit is about adherence to all safety parameters for employee's health and safety while working at the site.



TEL/N4113

Employee health and safety

National Occupational Standard

Unit Code	TEL/N4113
Unit Title (Task)	Employee health and safety
Description	This OS unit is about adherence to all safety parameters for employee's health and safety while working at the site.
Scope	<p>This unit/task covers the following:</p> <p>Key stake holders:</p> <ul style="list-style-type: none"> • cluster manager (CM) • cluster in-charge (CIs) • technicians • vendors <p>Implement EHS norms</p>
Performance Criteria (PC)	
Element	Performance Criteria
	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. co-ordinate with central team to get health check up for equipments and approve budget for the same, if required</p> <p>PC2. seek approval of the seniors for extra budget to get the health check up for all equipments</p> <p>PC3. adherence to EHS norms and processes as per the SOP for employees, equipments and site</p>
Knowledge and Understanding	
<p>A. Organizational Context</p> <p>(Knowledge of the company / organization & its process relevant to area of responsibilities)</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organization's norms and guidelines for EHS</p> <p>KA2. monthly budget to get the health check-up done for all equipments</p>
<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. health and safety compliance parameters and train individuals on the same</p>



TEL/N4113

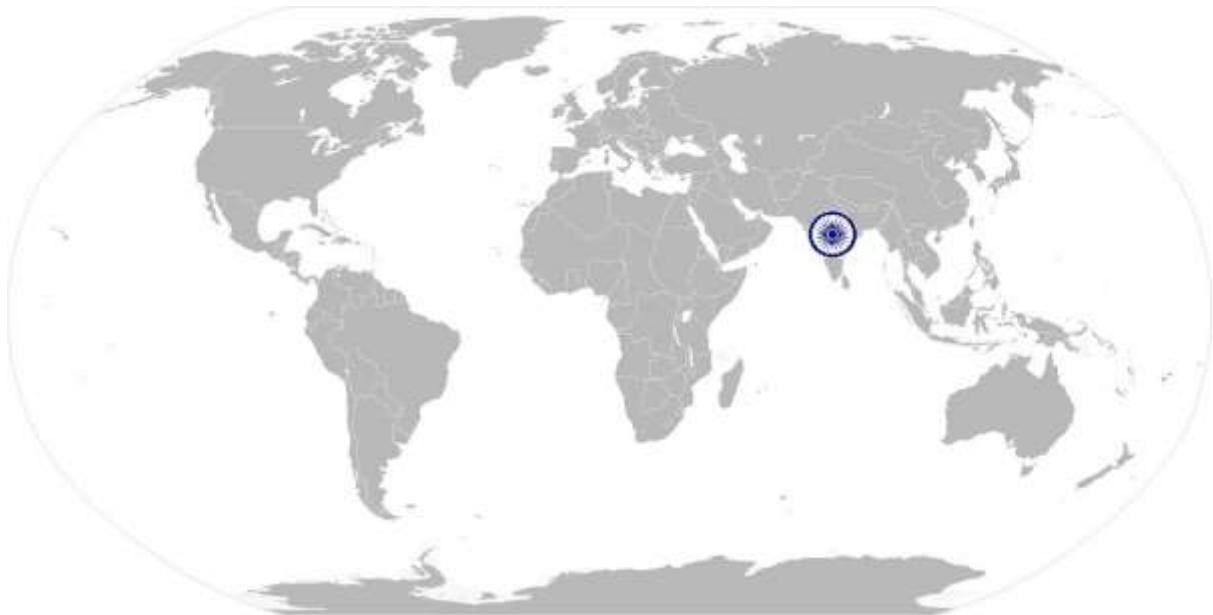
Employee health and safety

Skills (S)	
A. Core Skills/ Generic Skills	Oral Communication (Listening and Speaking skills)
	The user/individual on the job needs to know and understand how to: SA1. communicate EHS policies and norms to vendors, cluster in-charges and technicians
	Reading Skills:
B. Professional Skills	The user/individual on the job needs to know and understand how to: SA2. read and comprehend EHS policies and norms
	Leadership Skills
	The user/individual on the job needs to know and understand how to: SB1. successfully implement EHS policies and norms





National Occupational Standard



Overview

This unit is about identifying performance related gaps of the teams and bridging them through team development.

TEL/N4114

Team development

<p>B. Technical Knowledge</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. navigation of intranet tools, if any, for obtaining report of newly hired employees</p> <p>KB2. latest technologies and equipments like AC, DG, PIU, SMPS, battery bank etc.</p>
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Oral Communication (Listening and Speaking skills)</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. converse in regional dialect with vendors and technicians</p> <p>Reading and Communication Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA2. read and comprehend reporting and data capturing formats to identify performance related gaps and communicate the same to the team</p>
<p>B. Professional Skills</p>	<p>Planning and Organizing Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. perform root cause analysis to identify performance related gaps and take remedial action</p> <p>SB2. prioritize and execute tasks in a high-pressure environment</p> <p>Relationship Building Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. co-ordinate with central team to assure that all nominees attend training sessions</p> <p>Team Building Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. conduct activities and training programs for overall team development</p>

4. TEL/N4103 (Task reporting)	PC1. obtain and validate vendors' monthly PM report	100	10	10	0
	PC2. obtain periodic site' outage/breakdown report		20	20	0
	PC3. monitor each site outage report to perform root cause analysis		20	20	0
	PC4. obtain periodic site penalty reports		10	10	0
	PC5. devise strategies and consult vendors to rectify reasons for site outage		20	0	20
	PC6. calculate periodic vendor reward and penalties as per SLA		20	20	0
		Total	100	80	20
5.TEL/N4113 (Employee Health & Safety)	PC1. co-ordinate with central team to get health check up for equipments and approve budget for the same, if required	100	30	20	10
	PC2. seek approval of the seniors for extra budget to get the health check up for all equipments		30	20	10
	PC3. adherence to EHS norms and processes as per the SOP for employees, equipments and site		40	40	0
		Total	100	80	20
6.TEL/N4114 (Team development)	PC1. obtain list of newly hired CIs and technicians from HR/peers	100	10	10	0
	PC2. split monthly hub sites' outage/breakdown report employee wise and vendor wise		10	10	0
	PC3. monitor employee wise and vendor wise outage/breakdown report		10	10	0
	PC4. perform root cause analysis of all outage/breakdown report		20	10	10
	PC5. divide employees into groups as per identified reasons/gaps		10	0	10
	PC6. identify training needs of field staff, technicians and supervisors		10	5	5
	PC7. organize training programs to bridge identified gaps		10	0	10
	PC8. facilitate regular training on fire and electrical safety on ground		10	0	10
	PC9. facilitate reward and recognition programs		10	5	5
		Total	100	50	50